



# 73rd MORSS CD Cover Page

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**U.S. AIR FORCE** 21-23 June 2005, at US Military Academy, West Point, NY

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Name of Principal Author and all other author(s): **Col Roxann Oyler**

Principal Author's Organization and address:

**Air Force Studies and Analyses Agency  
1570 Air Force Pentagon  
Washington DC, 20330,1570**

Phone: 703-588-6970

Fax: 703-696-8779

Email: Roxann.Oyler@pentagon.af.mil

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# *Headquarters U.S. Air Force*

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## **AF Operations Analyst (OA) Force Development Initiatives**



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**Col Roxann Oyler  
AF Studies and Analyses Agency  
Chief Analyst  
MORSS June 2005**



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# ***Discussion Topics***

- Force Development
- Challenges
- Current Initiatives
- Metrics
- Request audience input



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# *Total Force Development*

**Right Person ...**

**Right Place ...**

**Right Time...**

*Deliberate, connected, career-oriented development  
for Active Duty, Civilians and Reserve Components*

*Pillars of Force Development are built around desire  
to have both military and civilian senior leaders who  
are technically competent and who possess  
foundations in hard sciences and engineering  
disciplines.*

**SAF/AQR**



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# **Force Development**

## **Train and Prepare**

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***“All the technology in the world cannot translate into real warfighting capability unless we train and prepare warfighters and analysts.***

***For this reason, we are operationalizing analysis” – SECAF***



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# Force Development Experience

**80% of development is life experiences  
on-the-job...you shape leaders by  
putting them in real-life situations**



**Noel Tichy**  
Former Head of GE's  
Leadership Development  
Institute





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# Developing Operations Analysts Thru Functional Mgt

## Integrated Action Plan Objective:

*Enhance USAF planning & execution of full spectrum Warfare using Operations Analysts as force multipliers on the operational team*

### Warfighting Capability:

Ensure processes, policies, and tools are in place to support quick-turn analysis capability for combat ops



### Operational Experience:

Assign analysts to Wing-level, NAFs and COCOMs to prepare and train for contingency situations

### Force Development:

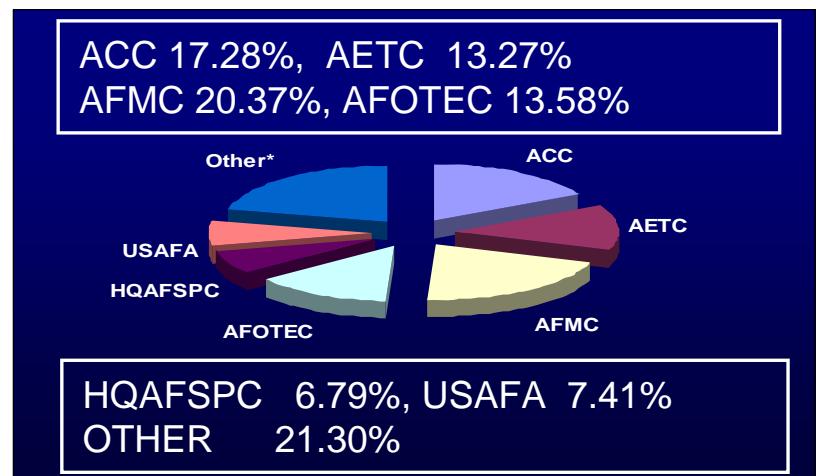
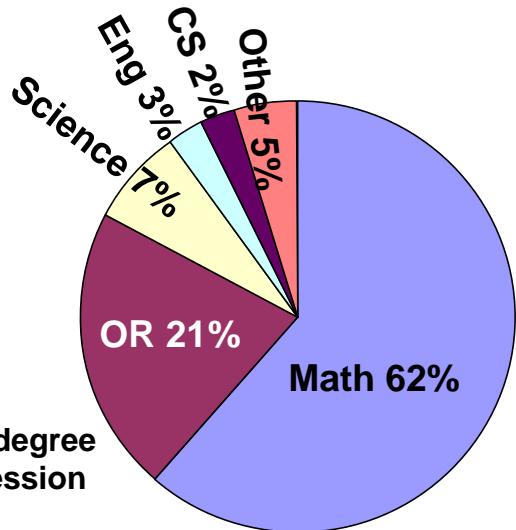
Recruit, train, and develop analysts to support AF operational and warfighting mission requirements



# AF Operations Analysts Career Field Characteristics

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- Enter career field with variety of degrees
  - Math, statistics, OR, engineering, science, economics
- Support diverse functions - very limited ops experience
  - Personnel, intel, test & evaluation, logistics, acquisition, planning & programming, operations, etc
- OA career field capabilities not understood
- Lack initial OA technical training





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# ***Career Field Mgt Challenges***

- Identifying core OA members
- Instilling core identity among OAs
- Identifying/tracking OA experience, education & training
- Matching position requirements to analyst capabilities
- Determining OA functional training requirements
- Understanding operators/analysts capabilities
- Developing a career development path
- Identifying qualified personnel for career broadening
- Integrating OAs into operational teams
- Overcoming field grade OA manning shortage
- Growing requirements



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# **Initiatives**

- Developing a training and education plan
- Revising Air Force Specialty Code (AFSC) to readily identify core personnel and experiences
- Identifying career development opportunities and paths

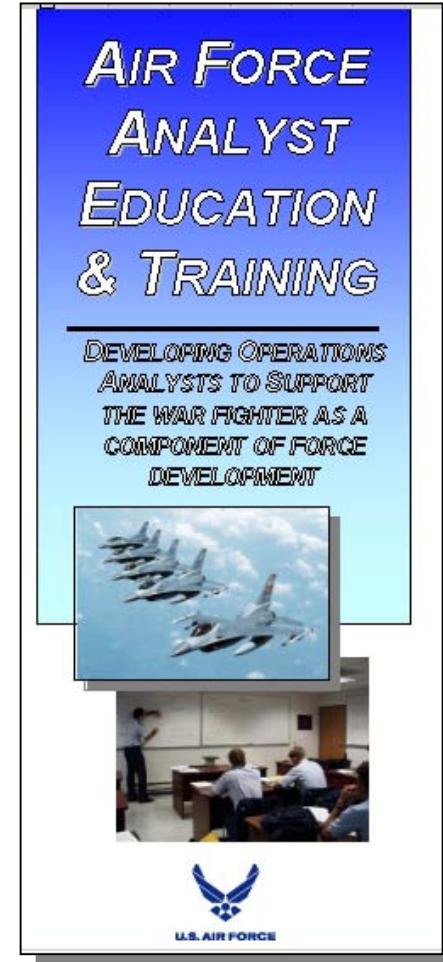
**“Analysis is like the live predator feeds...it’s crack...  
once senior leadership has tasted a little,  
they want more and more frequent”**



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# Analyst Education and Training Program

- **Purpose:** Develop ops analysts upon accession, pre-deployment, and throughout careers to provide a full range of analytical capabilities at all levels
- **Background**
  - Need initial training & continuing education/trg to provide standard capability
  - Heavy dependence on OJT and AFIT
- **Concept**
  - Develop modular and flexible training plan for technical and non-technical personnel
  - Analyst 101 & pre-deployment trg initial focus
  - Develop trg depth and breadth as required





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# ***Analyst 101 Topics***

- **Purpose:** Develop analytical, operational and general skills/knowledge
  - Analytical Skills: OR tools/techniques, Statistics, Database mining, M & S
  - General skills/knowledge: Effective communication, History of OR, Overview of OR community & career field, Analyst in the AOC/analyst toolkit, Terminology, & Project Mgt
  - Intro to deployment
- Short Term Training Options
  - Use Best of the Best OJT
  - OR FAM (Ops Research Familiarization Course)
  - ALMC ORSA TAC, ORSA MAC
  - N81 on-line intro course
  - Develop Executive level training course
  - *Seeking Suggestions:*



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# **Career Field Metrics**

## **■ Current Metrics**

- Promotion rates
- Selection rates for Command
- Selection rates for Development Education

## **■ Other Metrics to Consider**

- # of personnel with OA training/education in OA and select jobs
- # of senior leaders with OA training/education/experience
- # of OA trained personnel with an ops tour or deployed exp

## **■ Audience Suggestions**



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# **Summary**

- Continue proactive functional advocacy for ops analysts
- Develop training and education programs
  - Entry level
  - Deployment
  - Continuing
- Develop and publicize career planning guidance
  - Ops experience critical
- SPREAD THE WORD
  
- ***Seek audience input/suggestions***



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***End of Brief***

## **Questions/Comments**



# *Operations Research Familiarization (OR FAM) Course*

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- **Purpose:** Introduce analysis and OR techniques to operators assigned to analytical organizations
- **Background:**
  - Course also used as an intro to AF analysis and a refresher course
  - Course establishes basis for good lines of communication between analysts, operators and decision-makers
  - Syllabus includes: Descriptive, Inferential and Nonparametric Statistics; Regression; Probability; Design of Experiments; Decision Analysis; Modeling/Simulation; Analysis Methods; Queuing Theory
- **Current Status & Way Ahead:**
  - Five-day course offered quarterly at various locations
  - Modify course to better meet objectives for ops & analysts
  - Use as interim Analyst 101 tech training course



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# *Pre-deployment training*

## ■ **Topics**

- Operations Analyst's Toolkit
- Air Power and Joint doctrine fundamentals
- Links between OA and Air Power (Data Sources)
- Roles and Responsibilities

## ■ **Training resources/courses**

- **Participation in AF/Joint Exercises as an OA**
- **In-residence courses**
  - **AOC FAM (Familiarization) Course – 1 week**  
<https://afc2tig.hurlburt.af.mil/505trg/505trs/courses.htm>
  - **JAOP (Joint Air Operations Planning) Course - 2 weeks**  
<http://www.cadre.maxwell.af.mil/warfarestudies/jaop/jaop.htm>
  - **CWPC (Contingency Wartime Planning) Course - 2 weeks**  
<http://www.cadre.maxwell.af.mil/warfarestudies/cwpc>



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# *Pre-deployment training*

## ■ Training resources/courses (con't)

### ■ Online courses

#### ■ The Air & Space Power Course

<http://www.apc.maxwell.af.mil>

#### ■ The Warfighter Planning Course

<http://www.cadre.maxwell.af.mil/warfarestudies/wpc/start.htm>

#### ■ The AFFOR Staff Training Course

<http://www.affor.maxwell.af.mil>

#### ■ Navy N81 Operations Analysis Course

<https://ucso1.hq.navy.mil/n81/>